

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **May 24, 2005, Work Session**

AGENDA ITEM NO.: 2

CONSENT:

REGULAR: **X**

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Community Action Network Proposal**

RECOMMENDATION: Support the establishment of the Community Action Network.

SUMMARY: Attached is a proposal to move the Healthy Neighborhood Initiative in the direction proposed when Council was briefed on this matter in January. It is recommended that unexpended funds from the General Fund Reserve for Contingencies be utilized to seed a Community Action Network for a period of one year. During that year the program would be developed and evaluated and grant funding sought to establish it as a non-profit agency, or a program within an existing non-profit, addressing leadership, empowerment and other social issues in the inner city neighborhoods. The attached proposal provides a fuller explanation of the program.

If Council supports this program, it is recommended that a Board of Directors be established to provide guidance and oversight. The board would consist of City staff (City Manager, Director of Parks & Recreation, and a representative from Human Services), a representative from the Lynchburg Community Action Group (Lyn-CAG), and citizens, including residents of inner city neighborhoods. The board would fine tune program goals and objectives, establish performance measures and ensure accountability. During the year, Mr. Jennings would continue to report to the City Manager for administrative and payroll purposes. A closer partnership with Lyn-CAG has also been discussed and it is possible that the program could operate under Lyn-CAG's umbrella.

PRIOR ACTION(S): January 25, 2005, Council was briefed on the Healthy Neighborhoods Initiative and advised that further progress would depend on the dedication of resources to the effort.

FISCAL IMPACT: \$100,000 from the General Fund Reserve for Contingencies

CONTACT(S): Kimball Payne, Albert Jennings

ATTACHMENT(S): Council report from January 25, 2005; Community Action Network Proposal and supporting documents

REVIEWED BY: lkp

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 25, 2005, Work Session**

AGENDA ITEM NO.: 6

CONSENT:

REGULAR: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Briefing on Healthy Neighborhoods Program**

RECOMMENDATION: Support the conceptual plan for further activities under the Healthy Neighborhoods Program.

SUMMARY: The attachment will support a briefing on staff's latest thinking regarding future activities under the Healthy Neighborhoods Program, an outgrowth of the Safe Neighborhoods Initiative. Rather than being reactive to community events, such as an increase in gang related violence, the focus of the Healthy Neighborhoods Program will be to build the capacity for sustainable neighborhoods. The challenge is to make significant progress without an infusion of new resources. Nevertheless, we believe that the concept represented in the attached information can serve to guide future efforts regardless of their magnitude and to better coordinate existing staff resources.

PRIOR ACTION(S): Safe Neighborhoods Initiative started in reaction to increased gang related violence during the summer of 2002.

FISCAL IMPACT: None, although future activities will be enhanced or constrained by resources.

CONTACT(S): Kimball Payne

ATTACHMENT(S): Healthy Neighborhoods Summary and Minutes of Meeting of November 17, 2004

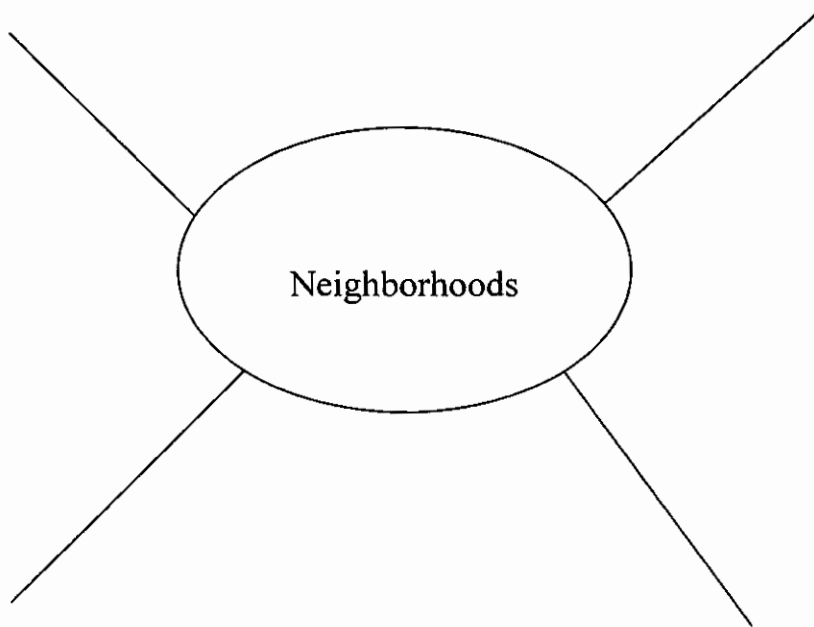
REVIEWED BY: lkp

HEALTHY NEIGHBORHOODS MEETING MINUTES

November 17, 2004

Volunteer / Business

Faith-Based



City

- *Mentors
- *Neighborhood Resource Team
- *Steering Committee

Non-Profits

- *United Way
- *LynCAG
- *LNDF

How does the City the organize itself to partner effectively with the neighborhoods and achieve the goal of supporting the five Neighborhood Associations in Ward II?

PROPOSED STRUCTURE

MENTORS:

Select and develop five community advocates who can serve as mentors, each assigned to a specific neighborhood in Ward II. City staff with leadership skills and /or potential would fulfill this mentor role as a part of their existing job responsibilities. The mentors would meet and develop their role and expectations. At a minimum, the mentors will do the following:

- Connect with the Neighborhood Associations
- Pull the neighborhoods together
- Build coalitions among the neighborhoods
- Involve all ages / generations

NEIGHBORHOOD RESOURCE TEAM (NRT):

Form a matrix team with City staff responsible for neighborhood-based service delivery. The team will define role & responsibilities to ensure coordination of City services in the neighborhoods.

STEERING COMMITTEE:

The Directors of Human Services, Community Planning and Development, Public Works, Fire, Police, Parks & Recreation and the City Manager will serve as the Steering Committee and provide oversight for Healthy Neighborhoods.

COORDINATOR:

Designate a point person in City government to provide a coordinating role for Healthy Neighborhoods. Ideally, the individual would be familiar with the neighborhoods and community organizing. The Coordinator would be the liaison between Mentors, NRT, and Steering Committee. May also serve as leader of NRT.

CHANGES TO EXISTING STRUCTURE NEEDED:

- Neighborhood Watch Groups – expand purpose to Neighborhood Associations (501-C3).
- CDBG funding - explore use of this funding for neighborhood incentives.
- Community Centers – explore role and utilization of Centers to achieve goal of Healthy Neighborhoods.

NEXT STEP: Communication

- Prepare summary of structural concept
- Meet with Leadership Team
- Present concept to Mayor/Vice Mayor
- Communicate with full Council

HEALTHY NEIGHBORHOODS SUMMARY

Mission Statement

"The City Government will partner with an inspired community to develop and sustain healthy neighborhoods"

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Definition of Healthy Neighborhoods

Elements: Five Aspects of Quality of Life based on community change research from the Center on Poverty and Social Change in Cleveland, Ohio.

- I. Neighborhood Identity and Pride
 Citizen Ownership
- II. Safety and Security
- III. Institutions and Services
 Partnerships, Education, Communication
- IV. Family & Youth Development
- V. Economic Opportunity

Group reached consensus that the above elements of Healthy Neighborhoods will serve as the basis for the development of goals, objectives, and strategies for citywide Healthy Neighborhood Initiative.

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Goal: To provide support to existing 501 C3's (associations) in five neighborhoods in Ward II to advance the mission and goals of Healthy Neighborhoods.

Strategies:

- Conduct joint meetings with City and Associations to define goals and criteria for citywide neighborhood initiatives.
- Expand the role of the Associations beyond Neighborhood Watch.
- Assist with the development of leadership within the Associations.
- Create an interdepartmental team to work on an ongoing basis with the Associations, improve coordination of city services and focus on specific neighborhoods as needed (representatives from Human Services, Police, Community Planning, Parks & Rec., Fire and Public Works).

A secondary goal of piloting the use of a neighborhood Resource Team in a particular neighborhood may be achieved as an outgrowth of the primary goal.



Community Action Network

"Building strong and active community networks to
enhance neighborhood quality of life"

Submitted for review:

Lynchburg Community Action Group, Inc.

Dr. James H. Mundy, Executive Director
Lisa S. Dibble, Planning & Development Manager

City Of Lynchburg

L. Kimball Payne III, City Manager
Bonnie Svrcek, Deputy City Manager

Prepared by:

Albert O. Jennings III



Assistant to City Manager

January 7, 2005

To: L. Kimball Payne III
City Manager, City of Lynchburg

From: Albert O Jennings III
Assistant to City Manager, City of Lynchburg

Date: January 7, 2005

Subject: Community Action Network Proposal

As the community changes in the City of Lynchburg over the next twenty years, so must the approach as it relates to inner-city development. The City will need to embrace and adapt to meet community trends and demands while continuing to assist low-income communities and neighborhoods. It is imperative that we become proactive as we plan to improve the livability and wellness of these communities.

As mentioned in Lynchburg's Comprehensive Plan 2000-2020, there currently is a plethora of public agencies, City Departments, local and private housing providers and local businesses that are organized to support Lynchburg residents. Although these aforementioned agencies and organizations provide a great and needed service to our community their "outside looking in perspective" is not necessarily the best approach as it relates to serving low-income communities. However the services they provide working in partnership with Community-Based Grassroots Organization that looks at community from an "inside to outside approach" may serve to be very productive. If Lynchburg is to accomplish City Council's 20/20 vision there has to be a change of mindset as to how we achieve success. As Council states in their Lynchburg 20/20 vision, "As a City Government, we will be on the cutting edge of change, providing a clear vision and the driving force to produce a Community environment second to none." To accomplish a community second to none the community has to serve as the driving force. "Active neighborhood involvement and citizen leadership will produce thriving, attractive, safe neighborhoods where all citizens are committed to work together as a community to meet the challenges which face us all."

The following Community Action Network proposal is a strategy that serves the interest of socially and economically deprived communities. In consideration of this proposal I am recommending that the Lynchburg Community Action Group, Inc. serve as the fiscal agent for the Community Action Network and that \$300,000.00 of 2005-2006 Community Development Block Grant Fund be earmarked for this initiative.

Sincerely,

Albert O. Jennings III
Assistant to City Manager

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Community Action Network (Community Development Abstract)

Key principles in community-oriented development are to value the even distribution of resources and opportunities and to address inequities.¹ The City of Lynchburg's past attempts to correct the imbalance have actually been handicapped by the fragmentation of local government and lack of connection between local decision-makers and local community leaders. Effective community growth strategies should provide for equal access to local resources and opportunities, such as jobs, recreation, social services, and capital. Additionally citizens must have access to information and technical resources to understand structural underpinnings of inequality and uneven development; only then can the system be transformed, rather than simply used to redistribute existing resources.² Community-Based Organizations play an integral role in this transformation. By collaborating to form local networks, they can effect local policy and bring about a more equitable distribution of the benefits of neighborhood revitalization.

In recent years political power has shifted towards the suburbs and that pattern ultimately serves the interests of middle-and upper-income citizens, which has made it difficult to bring about change. Neighborhood strategies are needed to get local governments and residents to move beyond political interest and to consider what would be for the greater good of all communities, especially the lower-income neighborhoods.

Low income communities, however, need not wait to be invited to the table but yet create an agenda to address urban sprawl and gentrification. It is crucial that indigenous constituents and minorities become active in local planning. The process for involvement and representation in decision making must be transparent and accessible, giving low-income communities the opportunity to play a pro-active role.³ These citizens need access to information about local issues and support in establishing collaborative networks. Informed citizen participation can ensure that investment and neighborhood revitalization efforts respond to community needs.

Revitalization should connect and build upon existing resources in the community. It should fill opportunity gaps with better access while carefully considering what is appropriate for a particular neighborhood. Building upon the existing strengths of communities is essential for healing disadvantage neighborhoods.⁴ We should therefore stop focusing on deficiencies but rather assess the gifts, skills, and capacities of individuals, neighborhood groups, and institutions. The key to neighborhood regeneration, then, is to locate all of the available community assets, to begin connecting them with one another in ways that multiply their power and effectiveness, and begin to garner support and harness local institutions that are available for community development purposes.⁵

There is a need for more resources, tools, strategies, and outreach to help low-income communities to understand the need for collaboration and the unique contributions that they can bring to a neighborhood improvement agenda. A concerted effort towards this end is now underway through the development of a Community Action Network and other initiatives being proposed by various groups and individuals that care about safe and healthy neighborhoods.

The Community Action Network is a community-based approach designed to bring about more equitable and environmentally and socio-economically sustainable growth and investment for disadvantaged low-income communities. It is imperative that the vision of the Community Action Network philosophy be supported and implemented. With a strong neighborhood focus and active participation of low-income communities, the Community Action Network will utilize the National Neighborhoods Coalition's Smart Growth Principles as a tool to guide revitalization efforts of distressed inner city communities.

National Neighborhood Coalition:

Neighborhood Principles for Smart Urban Renewal and Development

1. All neighborhoods and communities should have a fair share of the benefits as well as responsibilities of growth.
2. Urban renewal should meet the economic, environmental, and social needs of low-income communities.
3. Low-income neighborhoods and communities of color should have a strong voice in decisions about growth.
4. Urban renewal should not displace low-income residents or people of color in urban areas from their homes, livelihoods or communities.
5. Urban renewal and growth strategies should promote racial, economic, and ethnic integration.
6. Revitalization strategies should make use of human, economic, and physical assets within communities

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- ¹ Kenneth M. Reardon, "Enhancing the Capacity of Community-Based Organization," *Journal of Planning Education and Research* 17 (1998)
 - ² Nicholas Lemann, "The Myth of Community Development," *New York Times Magazine*, January 9, 1994
 - ³ National Congress for Community Economic Development (NCCED), "Coming of Age: Trends and achievements of Community Based Development Organizations," Washington, D.C. 1999
 - ⁴ National Neighborhood Coalition, "Neighborhoods, Regions and Smart Growth Project," *Connecting Neighborhood and Region for Smarter Growth*, April 2000
 - ⁵ Kretzman, John P. and McKnight, John L. *Building Communities from the Inside Out: A path Toward finding and mobilizing a Community's Assets*. (Chicago: ACT Publications, 1993)

Community Action Network

(Commitment - Teamwork - Pride)

Vision:

Through cooperative partnerships implement a sustainable community support network designed specifically to educate, empower, equip, and encourage low-income communities to take "Action" to enhance the quality of life of their community and to improve the physical, social, and economic health of their neighborhoods. As a network we strive to bring people and resources together to build coalition. We support individuals and neighborhood groups through providing assistance in the area of program/project development, fiscal management, and access to professional support services to deliver efforts that will improve communication & leadership skills, increase community-activism, and self-reliance.

Mission:

Building strong and active community networks to enhance neighborhood quality of life.

The overall goals of the Community Action Network are to:

1. Increase the community's capacity to take action to address important issues & create accountable relationships with institutions and elected officials.
2. Challenge members to develop skills to advocate for their community and themselves.
3. Address root causes of poverty and inequality in the community.
4. Create neighborhood stability by ensuring that needed resources are invested in the community.
5. Work towards linking neighborhood issues to larger City-wide issues through ongoing campaigns and organizational vision dialogues.
6. Identify and build upon existing neighborhood assets.

Our Core Competencies:

1. Community data collection and analysis
2. Support for outcome-based strategies
3. Program evaluation design and implementation
4. Needs assessments, asset inventories and environmental scans
5. Training, technical assistance and facilitation
6. Expertise in human services and community development policies and programs

What we believe!

We believe that by working together, residents can maximize their potential to improve the social, economic and physical conditions of their community.

We believe that by listening to the voices of wisdom and experience that live within the neighborhoods we represent and serve, together, we will identify and tackle persistent problems.

Community Action Network

(Commitment - Teamwork - Pride)

The Community Action Network (CAN) is a community driven grassroots comprehensive approach to making Lynchburg's low-income challenged neighborhoods safe places to live, learn, work and play. The purpose of CAN is to promote self-advocacy and collaborative networking among members and neighborhoods who are directly challenged by social and economic disparities. CAN members will work in partnership with businesses, government, nonprofit agencies, and other public and private organizations in a unified purpose to enhance community quality of life. The five focus areas of CAN are: Neighborhood Revitalization, Public Safety, Youth Development, Institutions & Services, and Economic Opportunities.

To further the purpose, Community Action Network members join together to share and to expand their resources, their knowledge, and their work. Through the Community Action Network neighborhood groups and members strive to improve economic, social, environmental health and safety conditions in their neighborhoods. CAN seeks to identify neighborhood assets and assist its members by identifying and addressing emerging issues, as well as continuing to seek mutual solutions to persistent, difficult neighborhood problems. CAN encourages people to take "Action" and become pro-active in managing and improving the quality of life of their neighborhood through effective community organizing and networking.

The Community Action Network, in response to the concerns it hears from its members and constituents and from its assessment of key public and private sector trends, works diligently to inform and support its members and neighborhoods through various workshops and conferences, and also through providing technical assistance, and advocacy.

In all its efforts, CAN remains an organization of neighborhood coalitions, block clubs, community councils, and individual citizens united by its love of its neighborhoods and by its determination to improve them.

Community Action Network objectives, include, but may not be limited to:

- Foster neighborhood pride and citizen involvement through the development of community-building programs and initiatives;
- Provide technical assistance to neighborhood associations in such areas as the prioritization of needs, grant writing, and organizational development;
- Educate and advocate on behalf of neighborhood concerns;
- Empower and encourage citizens to play a lead role in the revitalization efforts of their neighborhoods;
- Equip citizens with the proper tools and guidance necessary to sustain neighborhood vitality;
- Plan for the future by partnering with key stakeholders to develop comprehensive neighborhood improvement strategies;
- Mobilize citizens and neighborhood groups through establishing partnerships and coalitions to solve community problems.
- Design and facilitate a delivery of services that match community needs through correlating municipal, and other public and private resources on a variety of fronts to assist citizens, families, youth, and neighborhoods.
- Assist partners and key community stakeholders in preparing neighborhood-based plans for neighborhoods.
- Increase awareness of neighborhood issues and increase opportunities for volunteerism and investment in disadvantaged neighborhoods.

- Support and Increase the efforts and effectiveness of the City of Lynchburg's Code Enforcement Task Force.
- Engage and mobilize neighborhood groups, long-time residents, and newcomers in ongoing discussions concerning neighborhood quality of life issues.
- Encourage private sector support for neighborhood groups.
- Identify public amenities and services required to foster neighborhood pride, citizen involvement, and support neighborhood livability, including parks, streets, and other public infrastructure.
- Ensure the ongoing engagement and information dissemination to neighborhood associations concerning aspects of planning, policy making, and capital improvement programming involving their neighborhood.
- Increase age appropriate activities and alternative positive things to do for youth, families and the senior citizen population.
- Assist in the development of neighborhood associations in disadvantage areas where there are none.

Community Action Network Responsibilities will include:

- Working with partners to provide volunteer and skill development opportunities for Community Action Network members.
- Working with the staff and leaders to ensure that neighborhoods are meeting goals, and that the decision-making process are community-controlled
- Working collectively with staff and leaders to ensure that the Community Action Network continues to grow both through its organizing efforts and through ongoing strategic planning and vision dialogues that challenge neighborhoods and partners around the five focus areas.
- Working collaboratively with partners and other organizations from Lynchburg, to improve neighborhood quality of life for low-income neighborhoods.
- Identifying and developing new leadership within the Community Action Network.
- Developing organizational and committee budgets, tracking and accounting for all financial activity, preparing financial reports.

Community Action Network Leadership Council

The goal of the Community Action Network Leadership Council is to promote and advocate for stronger and healthier neighborhoods through developing strategies to improve neighborhood quality of life issues.

The Leadership Council consists of selected residents from targeted neighborhoods that have an interest in addressing community problems and dysfunctions.

The Leadership Council will help navigate the affairs of the Community Action Network in conjunction with the Director of the Community Action Network.

Members of the Leadership Council will be responsible for organizing periodic meetings with neighborhoods and various agencies throughout the City to develop a collaborative response to address neighborhood issues.

All Leadership Council members will be responsible for spearheading efforts within their own organizations/neighborhoods to remove barriers, develop effective procedures, and promote the goals of the Community Action Network.

Leadership Council objectives include, but are not limited to:

- Provide coordination and direction
- Supporting existing and developing programs City-wide that share the spirit of the CAN mission
- Advocate for resources and identify assets
- Serve as a forum to create a pro-active agenda, discuss issues, set goals and select priorities
- Define appropriate measurements by which to gauge success; receive data and reports on progress of Community Action Network focus areas.

Community Action Network: Director

The Director of the Community Action Network will provide guidance and act as the key link between the various committees providing up-to-date data and communication of needs and an ongoing evaluation of the effectiveness of services in response to community improvement efforts and programming.

Primary goals and objectives of the Director include but are not limited to:

- Educate Professionals to develop, facilitate and /or help implement action plan options for those working in prevention and intervention as it relates to the CAN five focus areas;
- Educate and raise awareness about community problems.
- Facilitate and implement community action plans that will successfully reduce neighborhood blight and social disorder.
- Encourage relationship building to promote collaboration among agencies that work with at-risk youth and neighborhoods.
- Assist in identifying ways to expand partnerships with neighborhood centers, churches, schools, and others throughout the City of Lynchburg.
- Provide coordination and assistance to focus groups, action teams, and volunteers
- Oversee management of staff, budgets, and programming.

Community Action Network **PLANNING WORKSHEET**

(Commitment - Teamwork - Pride)

Reference Point: “**Neighborhoods**” – represent; neighborhood groups or individuals living within those communities.

Desired Outcome: Residents improve neighborhood quality of life and feel a strong sense of <u>pride and identity</u> .		
Goal:	Foster neighborhood pride and identity through building capacity and coalition among neighborhoods to improve overall community quality of life.	STAKEHOLDER(S) Existing Neighborhood groups: <ul style="list-style-type: none"> • White Rock Hill • Tinbridge Hill • Daniels Hill • College Hill • Diamond Hill Citizens and identified agencies, organizations and businesses
Objective: To design, implement, and evaluate neighborhood-based improvement strategies and efforts.		
Strategy: 1.) Establish and promote coalition building and capacity development among neighborhoods; 2.) Improve organizational management processes through providing technical assistance to neighborhoods and other organizations; 3.) Create self-sufficiency and advocacy within neighborhoods; 4.) Assist neighborhoods in identifying needs and resources, and defining appropriate courses of action to build stronger, safer, and healthier neighborhoods.		
Measure	Measurement Tool	Frequency of Data Collection
1.) Increased neighborhood and individual participation within the Community Action Network Increased growth of neighborhood capacity	- Membership Data Base - Training Reports - Neighborhood Star Report - Pre/Post Surveys	Quarterly As Reported Monthly
2.) Increased number of calls for technical assistance	- Spreadsheet Documentation	Monthly
3.) Increased neighborhood improvement projects/initiatives Increased neighborhood participation in civic involvement	- Community Development Reports - Focus Group Minutes Reports	As Reported As Reported
4.) Increased awareness of community resources Increased use of CAN resource database Increased neighborhood collective action (development of Goals/objectives and implementation of strategies)	- Resource Referral Reports - CAN Membership Surveys - Under development - Neighborhood Action Progress Reports	Quarterly Bi-Monthly As reported

PRIDE & IDENTITY *Indicators and Definitions*

1. Capacity for Collective Action
 - Mutual Trust and willingness to intervene as a group for common good
 - Access to and can mobilize the necessary resources to take action for members
 - Garner support from a diverse number of constituents
2. Neighborhood Networks
 - Social cohesiveness among residents (neighbors)
 - Condition or quality of relationships between neighbors
3. Neighborhood Name Identification
 - Community consensus for the names residents use to define the neighborhood
 - Perceived sense of belonging to the neighborhood
 - Broader sense of neighborhood and resident identity
4. Neighborhood Physical Appearance
 - Reflects overall upkeep and desirability of the neighborhood as a place to live, work, and play
5. Civic Involvement
 - Residents participation in various organizations of the following three domains: political, institutional, and neighborhood.
6. Resident Mobility
 - The extent to which members of the community move in and out of the neighborhood; residents tenure affects stability of neighborhood

Community Action Network

Neighborhood Leadership Program

The Neighborhood Leadership Program is designed for residents who are committed to improving the quality of life of their neighborhood through effective community engagement, planning, and implementation. The program is created to develop the capacity of a cadre of leaders who are energized and equipped to address common community issues.

Through this program participants will:

- Recognize the importance of reconnecting with their neighborhood.
- Improve leadership skills such as communication and interviewing, project management, decision-making, conflict resolution and consensus building and meeting management.
- Increase awareness of critical issues facing their neighborhood.
- Be exposed to local and national best practices of community development.
- Connect with potential resources and develop beneficial collaborations.
- Be exposed to the myriad of individuals and institutions that play essential roles in creating and shaping community and city policy.
- Build positive relationships between neighbors, businesses, churches and organizations within the neighborhood boundaries.
- Understand the assets of their community.

Training Concepts

- Asset based community development - how to address community issues from an asset perspective.
- Leadership skills including effective inquiry, interviewing and listening, community decision-making and consensus building, organizational analysis, meeting management and facilitation.
- Understanding paradigm shifts and the role of the community leader in adapting to change.
- The importance of collaboration for effective community development
- Building social capital for positive community development.
- Understand the importance of quality of life issue to overall community stabilization.
- Consensus building model for community development

Community Action Network 2005-2006 Proposed Budget Request

2005-2006 Actual Budget Request is for: \$299,996.00

Personnel (Direct Labor)

POSITION	SALARY	BENEFITS	TOTAL
<i>Full-Time Staff</i>			
Director	\$55,250.00	\$18,826.00	\$74,076.00
Community Development Manager	\$40,625.00	\$14,812.00	\$55,437.00
Administrative Associate	\$25,080.00	\$10,544.00	\$35,624.00
Community Affairs Liaison	\$24,150.00	\$10,289.00	\$34,439.00
<i>Part-Time Wage Staff</i>			
Youth Project Coordinator	\$10,000.00	\$ 620.00	\$10,620.00
<i>Stipends</i>			
10 Community Organizer(s)	\$ 1,000.00	N/A	\$10,000.00
Total Personnel Expense: \$220,196.00			

Program Area (Line Item)

Community Development Mini-Grant Program	\$20,000.00
Community Action Network News Letter	\$ 3,600.00
Youth Projects/Events	\$ 9,500.00
Public Relations/Advertisement	\$ 5,000.00
Leadership Development/Training Materials	\$ 5,000.00
Contractual/Consultant Services	\$ 7,200.00
Travel Expenses/Per Diem for Training	\$ 3,500.00
Audit	\$ 1,000.00
(4) Cell Phones @\$25 a month	\$ 1,200.00
Dues/Membership	\$ 500.00
Postage/Mailings	\$ 1,200.00
Office Supplies	\$ 2,000.00
<i>Non-Consumable Materials</i>	
5 Computers/Software	\$15,000.00
Office Furnishing	\$ 2,500.00
Power Point Projector	\$ 3,000.00
Misc. Equipment	\$ 1,500.00
Total Program Expense:	\$79,800.00

Notes from the meeting with the Ward II Neighborhood Association's ---- *October 28, 2004*

What does a healthy neighborhood look like?

- Clean environment
- Drug free community
- Violent free
- Togetherness; Unity
- Strong Leadership
- Recreation for all (Youth, adults, Seniors)
- Caring attitude
- Neighborhood pride
- Adequate Street Lighting, Drainage system
- Maintained streets (repairs)
- Good communication between local government and local businesses in the area
- Better street signs; neighborhood landmarks
- Homeownership
- Strong Churches
- Concerned Landlords
- Friendly neighbors; neighbors helping neighbors
- Communication between neighbors
- Strong Schools
- Well maintained homes
- Neighborhood Store
- Educated and well paid residents
- Skilled and talented neighbors
- Sidewalks
- Quiet atmosphere

What are the resources and assets in the community?

- Community centers in neighborhoods
- Neighborhood Watch Group's
- People who live within the neighborhood (individual skills)
- Habitat for Humanity
- Lynchburg Neighborhood Development Foundation
- Lynchburg Community Action Group
- Lynchburg Housing Authority
- Community Development Block Grant
- Churches and Schools
- Local Government (City Departments)
- Banks

- Doctor Offices
- Local Businesses
- Public Transit
- Neighborhood Associations
- Day Care
- Local Colleges & Universities

What are the next steps that we might take to achieve healthy neighborhoods? *(The following items are not in any particular order)*

- A. Coalition building between Neighborhood Association Leadership
 - Identifying roles of Leaders
 - Coalition Formation
 - Capacity Building
- B. Neighborhood Association Development and Training (Workshops)
 - Mobilizing/organizing the neighborhood
 - engaging the youth
 - leadership capacity building
 - communication skills
 - neighborhood networking
 - strategic planning
- C. Develop a funding source for neighborhood projects (Potential use of the Community Development Block Grant funds, Local Banks- Community Reinvestment Act)
- D. Create an agenda to build strong and healthy neighborhoods (set goals)
 - Working with families, youth, children; involve them in community projects
 - Increase communication between Neighborhoods and Local Government
 - Identify potential alternative usages for existing neighborhood community centers
 - develop and implement programs based on neighborhood needs and desires (crafts, cooking, class, dance lessons, tutoring, etc...)
 - first time home buyers program
 - After school programs
 - Social Service delivery within the neighborhood

Healthy Neighborhoods Summary

The Healthy Neighborhood Initiative (HNI) Strategic Leadership Team (comprised of City Operational Department Heads) identified that the success of inner-city neighborhood development depends on citizens living within those communities to take the lead and be the driven force in such an effort to create a more effective way to partner with the City to better utilize public services. In October of 2004, the Strategic Leadership Team met with the Leadership of the five existing Ward II Neighborhood Associations to identify strategies as to how best support and provide technical assistance to advance the mission of Healthy Neighborhoods. The representatives of the Neighborhood Associations evaluated the following:

- What does a healthy neighborhood look like?
- What are the resources and assets in the community?
- What are the next steps that we might take to achieve healthy neighborhoods?

Notes from that meeting are attached.

Based on the initial analysis, the HNI Strategic Leadership Team and Neighborhood Association representatives recognized the benefit of creating a neighborhood networking partnership concept as outlined in the City of Lynchburg's 2002-2020 Comprehensive Plan and recommended that this concept be further researched and discussed in greater detail. The following neighborhood/community programs from across the State of Virginia were researched:

- The Neighborhood Partnership – Roanoke, Virginia
- Quality Community Council – Charlottesville, Virginia
- Neighborhood Enhancement Program – Blacksburg, Virginia

After reviewing the various aforementioned neighborhood programs, the Quality Community Council out of Charlottesville seemed very effective in its grass-roots approach of engaging citizens within the inner-city neighborhoods and equipping them to become more proactive in the process of building collaboration and strong networks to revitalize their communities.

Attached is a proposal for a Community Action Network that is specifically designed with strategies to effectively engage and involve citizens living within Lynchburg's Ward II inner-city neighborhoods to create safer and healthier neighborhoods.

Community Action Network

Potential Targeted Neighborhoods (Demographic Comparative Information Sheet)

Census Tract = CT

	City of Lynchburg	CT 4 Rivermont Daniels Hill	CT 6 Tinbridge Hill Garland Hill College Hill	CT 7 Dearington Miller Park	CT 11 Diamond Hill	CT 12 White Rock/ Seminary Hill	Ward II Totals
TOTAL POPULATION	65,269	3,413	3,238	3,765	1,846	1,118	10,470
<i>SEX AND AGE</i>	29,796	1,512	1,672	1,744	866	563	6,357
Male							
Female	35,473	1,901	1,587	2,021	1,010	555	7,074
Under 5 years	3,836	157	188	267	84	48	744
5 to 9 years	4,076	222	198	280	100	81	681
10 to 14 years	4,276	318	312	322	138	135	1,225
15 to 19 years	5,594	242	230	252	117	84	925
20 to 24 years	6,681	195	241	261	102	31	830
25 to 34 years	7,953	390	521	480	165	132	1,688
35 to 44 years	8,864	542	513	690	236	224	2,205
45 to 54 years	7,862	441	440	375	255	192	1,703
55 to 59 years	2,906	189	106	145	99	18	557
60 to 64 years	2,539	107	155	90	110	36	498
65 to 74 years	4,935	176	211	334	175	74	970
75 to 84 years	4,048	246	106	207	200	48	807
85 year and over	1,699	188	38	62	95	15	312
HOUSEHOLDS BY TYPE	25,465	1,385	1,125	1,584	636	431	5,161
Number of Family Households	15,797	803	688	934	365	284	3,054
• With own children under 18 years	7,376	351	358	479	136	159	1,483
Married-Couple Family	10,458	362	181	445	170	117	1,275
• With own children under 18 years	4,173	120	62	203	42	69	654
Female householder, no husband present	4,290	361	418	383	156	132	1,450
• With own children under 18 years	2,649	198	239	221	60	78	796
NON-FAMILY HOUSEHOLDS (# of Households)	9,668	582	437	650	271	147	2,087
Householder living alone	8,308	489	368	556	238	100	1,251
Householder 65 years and over	3,128	142	134	220	81	37	614
Householders with individuals under 18 years	8,084	431	453	567	191	190	1,832
Householders with individuals 65 years and over	9,443	448	342	603	278	137	1,808

	City of Lynchburg		CT4 Rivermont Daniels Hill	CT 6 Tinbridge Hill/ Garland Hill College Hill	CT 7 Dearington Miller Park	CT 11 Diamond Hill	CT 12 White Rock Seminary Hill	Ward II Totals
TOTAL HOUSING UNITS	27,640		1,582	1,438	1,724	771	500	6,015
Owner Occupied	14,903		713	468	739	364	311	2,595
Rental	10,574		671	671	844	285	98	2,569
Vacant	2,163		198	299	141	122	91	851
Median Property Value	\$85,300		\$50,000	\$45,100	\$47,100	\$48,200	\$38,800	\$45,840
SELECTED ECONOMIC CHARACTERISTICS	29,160		1,341	1,112	1,496	668	356	4,973
Employed -16 and over Income								
Unemployed -16 and over	2,087		169	98	65	38	53	423
Median Household Income	\$32,234		\$29,570	\$18,063	\$24,063	\$28,819	\$25,179	\$25,139
<i>POVERTY STATUS</i> (Living below poverty) Families	1,949		181	273	244	66	49	813
• with children under 18	1,562		135	213	194	58	33	633
• with children under 5	732		59	83	96	20	8	266
Families with female householders, no husband present	1,259		138	183	123	43	35	522
• with children under 18	1,152		116	158	111	43	25	453
• with children under 5	558		45	60	54	15	0	189
Individuals living below poverty	9,363		973	1,068	1,051	347	224	3,663
• 18 years and over	6,131		620	640	634	248	170	2,312
• 65 years and over	1,026		122	97	140	62	16	437